

### EVALUATION OF PROFESSIONAL STAFF (Administrator)

NAME: Joanne Stephens – School Year – 2011-12

I. **Performance Area I: Pathfinding - Creating a vision that connects what customers are passionate about getting to what we are passionate about giving.**

A. **Wisconsin Standard #1: A school administrator is an educational leader who has an understanding of and demonstrates competence in the ten teacher standards.**

*Comments:*

- I promote professional learning opportunities to assist teachers with making educational experiences meaningful for the students. Each grade level teacher and pupil services staff continued participating in a weekly PLC time. The focus not only addressed using assessment data but the importance of incorporating differentiation strategies in universal instruction was stressed. A revised template was utilized this year for the teachers to be able to see at a glance their weekly PLC discussions and progress. Our school psychologist meet with the teams regularly to assist with differentiation for the special education students and to help implement and interpret AIMSWeb progress monitoring for all students. I helped to administer AIMSWeb to the 2nd grade students in the fall, winter and spring.
- I have knowledge and understanding of students' personal development and intellectual and social learning. On a daily basis I visit classrooms. I am also in the lunch room and out on the playground interacting with the students whenever I don't have a conflicting meeting. I communicate with the teachers any changes noted when I observe the students, and we in turn then brainstorm ways to address any concerns. **THANK YOU FOR THE EFFORTS YOU MAKE IN VISIBILITY AND COMMUNICATION.**
- I have knowledge and understand how to differentiate instruction to meet student needs. This continues to be a topic of our PLC discussions, EST and special education team meetings. I shared and modeled the information I received from conferences and readings to assist teachers with differentiation. In addition I participated with 18 teachers in a book study of the CAFE reading strategies.
- I have knowledge of and understand how to utilize a variety of strategies to develop critical thinking, problem solving and performance skills thru systematic instruction. On my walk-thrus and observations I provided feedback to teachers on suggested strategies that could be utilized to enhance instruction and assist with RTI. During team leader, CSI, and staff meetings professional learning opportunities were provided to help in these areas as well. In addition all teachers participated in a monthly book study of Leading & Managing a Differentiated Classroom. After staff attended conferences, their new learning was shared and demonstrated during staff meetings.
- I have knowledge and understand motivation on how to create a responsive and nurturing learning environment. Our daily announcements (a.m. and p.m) were always positive and recognized birthdays and activities for the day. Students and staff were thanked and congratulated on the announcements, in the "Friday Focus" and during monthly celebrations. **THANK YOU FOR THE EFFORTS YOU MAKE IN RECOGNIZING THE GOOD WORK OF STAFF.**

- I have knowledge and understand how to use nonverbal and verbal communication to foster interactive classrooms. Sharing strategies and best practices were topics for PLC time and staff meetings. Teachers were encouraged to attend district and CESA technology workshops to learn about Smart Boards and social media. Eleven teachers participated in CESA 4 training for SMART Boards last June so they could be ready to utilize the SMART Boards that had been installed in the classrooms. Each grade level has a SMART Board mounted in at least one classroom; all grade level and related arts classrooms have LCD projectors mounted; all grade level teams have a digital or flip camera to compose video stories and doc cameras have been purchased. In February, I brought [REDACTED] to school for 2 days to assist teachers in developing lessons on the SMART Board. I plan to continue to make Evergreen more technology friendly by continuing to install SMART Boards in classrooms and to improve the wireless access data points in the building in order to support wireless capabilities. The PTO helped us purchase a mobile lab of 30 I-pads which will be ready for use next year. All teachers will have access to training in use of the I-pads in August before school starts. **GREAT WORK IN GROWING TECHNOLOGY AT EVERGREEN IN CREATIVE WAYS.**
- I have knowledge and understand how to foster meaningful relationships with staff and parents to support student learning and I act with integrity, fairness and in an ethical manner. I make myself visible in the building before, during and after school. I greet parents whenever I see them and I try to call them by name. I communicate with staff personally and via e-mail to inquire about the happenings in their classrooms as well as any good news or concerns in their personal lives. I send birthday cards to all staff members; recognize any celebrations; attend weddings; write expressions of sympathy and attend visitations/funerals. Parent and community volunteers were invited to a "Thank-You" breakfast in April to recognize them for giving their valuable time to assist student learning.

*Dale's Comments:*

Thank you for your work in leading the Evergreen staff in a continual journey of ensuring all students learn at high levels. You continue to demonstrate the importance for the principal to serve as the instructional leader in the school, and develop a student learning culture where learning drives instructional practices. Thank you for your efforts in continuing to articulate a vision that all students will be successful and leading teachers in their own transformation from a teacher centeredness focus to a student centeredness focus.

While there are several student performance areas that are strong, you continue to identify areas of change that need to be addressed. I look for you to continue to share District-wide the successful practices happening at Evergreen resulting in high performance.

The personal connections and relationships you focus much of your time on is most important including the efforts you make to recognize and celebrate the many successes and contributions throughout the school. Your emphasis on communication and visibility with staff, students, parents, and community is also critical and necessary.

**X MEETS DISTRICT STANDARDS**

- B. Wisconsin Standard #2: A school administrator is an educational leader who promotes the success of all students by facilitating the development, articulation, implementation, and stewardship of a vision of learning that is shared and supported by the school community.**

*Comments:*

- Working with Evergreen's team leaders I facilitated the development of our building objectives (SMART goals). I have demonstrated an understanding of data analysis and effective communication through the board reports (progress of the building objectives and monthly happenings) as well as participation at the district RtI and PBIS committees and facilitator training. We continued to address the recommendations from our AdvancEd accreditation report, assessment data and annual surveys. We submitted our 2 year progress report to AdvancEd at the end of April and noted the progress on our area of recommendation which was to develop a systemic and systematic plan of continuous improvement. Our plan was accepted as submitted. **GREAT JOB WITH THIS!**
- I have demonstrated a commitment to continuous improvement through our weekly PLCs and staff and CSI meetings with the modeling of the use of quality tools (plus/delta, relations diagram, affinity diagram, brainstorming and consensogram).
- I have facilitated continuous communication of the school vision and mission to all stake holders. Our vision, mission and values were again reviewed at the beginning of the year. Posters are in every classroom, and students recite the vision statement each morning during the announcements.

*Dale's Comments:*

Thank you for your leadership with your building improvement process and your focus on results in order to improve instructional practices. You are leading your staff on a journey where all students learn at high levels. Thank you for your continued efforts in effectively communicating the vision and mission of Evergreen and what is most important when it comes to the success of your students.

**X MEETS DISTRICT STANDARDS**

**II. Performance Area 2: Aligning - Creating a technically elegant system of work.**

- A. Wisconsin Standard #4: A school administrator is an educational leader who promotes the success of all students by ensuring management of the organization, operations, and resources for a safe, efficient, and effective learning environment.**

*Comments:*

- I have knowledge of and an understanding of organizational development, operational procedures, safety and security, management and development of resources, fiscal management, facility use, pertinent legal issues and technologies. I have demonstrated this knowledge through the development of building plans and systems that enable Evergreen's staff to: consistently comply with operational procedures, provide a safe nurturing learning environment and to be fiscally responsible. Some of the systems being utilized are: mentors to assist new staff, school safety committee, custodial committee, regular meetings with budget secretary, and working with the technology director to update resources.
- I value and am committed to responsible shared decision making focused on improving learning and teaching in a safe nurturing environment. During our team leaders, CSI and staff meetings I incorporate skills from Covey, Baldrige, NCA and Langford to empower others to always put students first. I model the practice of seeking the expertise of others (reading and math resource staff, pupil services and instructional services director) to assist in demonstrating best practices. I utilize effective communication skills and encourage mediation to resolve differences. I had one staff member on an improvement plan this year. We met monthly to review her plan and to note progress. She demonstrated continual improvement.



- I am dedicated to involving all stakeholders to guide decisions to maximize learning. As stated previously, throughout the year our PLC time focused on using student assessment data to inform and drive instruction as well as differentiation. All staff is involved in PLC groups and this information is shared with parents via the newsletters and the community via monthly "happenings". All student records are maintained and handled in a confidential manner. Staff is consistently reminded about confidentiality at staff meetings, goal meetings and special education meetings.

*Dale's Comments:*

I have appreciated your organizational talents and gifts. You are well prepared on issues important to Evergreen. You're timely in your follow-up to issues and you hit issues head-on even when it may involve difficult conversations with staff and/or parents. I value your commitment to addressing issues that are challenging even when it means approaching individuals or groups whose actions may have not been appropriate or consistent with the vision and mission of Evergreen and the District.

Your management decisions are made in the interest of enhancing student learning. Thank you for your attention to detail, and for your efforts to ensure that Evergreen is a safe place for children to learn and for staff to work.

## **X MEETS DISTRICT STANDARDS**

- B. Wisconsin Standard #7: A school administrator is an educational leader who promotes the success of all students by understanding, responding to, and influencing the larger political, social, economic, legal, and cultural context.**

*Comments:*

- I have knowledge and understanding of student growth and development, curriculum design and implementation, teaching and assessment strategies, the role of technology in promoting student learning and school culture.
- As an administrator I value and am committed to: student learning as the fundamental purpose of schooling; the benefits of diversity; and, the importance of continuing dialogue with all stakeholders. Staff input is consistently solicited during staff, EST, CSI, PLC and special education meetings.
- I facilitate processes and activities that create a quality educational environment that is beneficial to students and their families. This is demonstrated by my promoting a collaborative working environment for all staff; support and promotion of PTO activities; and, advertising parent volunteer opportunities thru our newsletters and e-blasts. I attend monthly PTO meetings and am a member of the "safe routes to school" committee

*Dale's Comments:*

You have continued to serve as an advocate for your students and staff at Evergreen as you have worked hard to make sure resources are provided.

We have had two consecutive years in which we have been presented a number of challenges within and beyond our school district including the political climate in our state. I appreciate how you have supported staff throughout this time by helping them to continue to focus on student learning. I believe the development of the employee handbook has been a positive experience in many ways by bringing all our employee groups together. At the same time, it has caused a sense of uncertainty among employees that I believe will be addressed over time. It will be important for the Leadership Team to "lead together" in the implementation of the handbook.

Thank you for your work with your parent organization, and for growing other important partnerships including volunteer opportunities that directly impact students. Thank you for being an advocate for Evergreen students, parents, and staff. I value your commitment to make sure resources, programs, and support are provided.

**X MEETS DISTRICT STANDARDS**

**III. Performance Area 3: Empowering - Releasing the talent, energy, and contribution of people.**

- A. Standard #3: A school administrator is an educational leader who promotes the success of all students by advocating, nurturing, and sustaining a school culture and instructional program conducive to student learning and staff professional growth.**

*Comments:*

- I have knowledge and understanding of student growth and development and how effective instruction and assessment can be implemented to motivate student learning. This is demonstrated by my support of PLCs, RtI, staff development for best practices, and the use of technology for teachers and EAs.
- I believe all students can learn when in a safe nurturing environment, and our mission is to "educate children in partnership with families and community".
- I treat all stakeholders fairly with respect and dignity. I facilitate processes and activities that promote professional development aligned to the district and Evergreen's vision and mission statements. Students and staff are valued and celebrated thru announcements, "Friday Focus" and monthly celebration assemblies. We have an Education Support Team (EST) process that reviews multiple sources of data to identify student learning needs and barriers to learning, and plan interventions to help the student be successful (RtI). All students participate in 2 daily WIN (What I Need) times with a math and reading focus.

*Dale's Comments:*

You encourage staff to be involved and accept the ownership and leadership necessary for events to happen in the building that contributes to student learning and success. You understand and demonstrate what is good for students and what a school culture and program should look like as it must be responsive to the students.

You have high expectations of your staff; your students deserve nothing less. Thank you for your leadership in developing those high expectations including professional collaboration in which staff learn from each other how to best service students.

**X MEETS DISTRICT STANDARDS**

**IV. Performance Area 4: Modeling - Building trust with others.**

- A. Standard #5: A school administrator is an educational leader who promotes the success of all students by collaborating with families and community members, responding to diverse community interests and needs, and mobilizing community resources.**

*Comments:*

- I have knowledge and understanding of community resources and have worked with the Evergreen staff to continue our partnerships with Mathy construction and the La Crosse racing association to promote reading. Teachers continue to apply to the Holmen Foundation for Viking grants to support their classroom activities. In addition, after the death of our educational assistant, [REDACTED], her family set up a fund entitled "Mary's Kids". This fund will be used to support student needs at Evergreen. An advisory committee was organized to manage the fund.
- I value the partnership we have with our families to educate children. I use the monthly newsletter, e-blasts and being visible throughout the day to communicate and collaborate with parents/guardians. Parents were given an opportunity to respond to the annual district satisfaction survey. We continue to have a "garden club" that is led by a parent volunteer. The purpose of the club is to educate students about landscaping and the environment, and the importance of keeping our grounds safe and aesthetically pleasing. We received a \$300 grant to put in a vegetable garden as part of the "Farm to School" program. 2 teachers have led this project.
- I believe in being highly visible in the school and actively involved in the community. I am on the Hunger Task Force board of directors and I coordinate the Holmen School district's involvement with the Rotary Lights project. I promoted and participated in the holiday food drive and the "Penny Wars" for the Humane Society. Evergreen has active community partnerships with: local farmers, Holmen fire department, Holmen police department, UW-L, Viterbo, Winona State University, Saint Mary's University, Mathy Construction, LaCrosse County Racing Association, La Crosse County Humane Society, Coulee Golf and Bowl, American Red Cross, Holmen Park and Recreation, McDonald's Courtesy Corporation, Wal-Mart, Sam's Club, Coulee Council on Addictions, Festival Foods, Holmen Lutheran Church, Holmen Public Library, Junior Achievement, LaCrosse Loggers, Corporate Express, Kwik Trip, YMCA/YWCA, American Heart Association, Barnes and Noble, Hixon Forest, Western Technical College, Holmen Hope, Learning Together Family Literacy, CESA#4, HHS Volunteers and Cadres, LaCrosse Tribune, Holmen Courier, LaCrosse County Public Health, United Way and Wendys.. All staff are encouraged to develop partnerships and utilize community resources. I have facilitated staff meetings that have introduced community resources and provided professional development to ensure utilization of the resources.

*Dale's Comments:*

Thank you for the relationships you have formed that have a positive impact on Evergreen. Your work to promote and integrate Evergreen Elementary within the broader community is to be celebrated. Your work to promote community involvement and the results you see demonstrates the importance of community relationships with the School District. Thank you for all you do with this.

**X MEETS DISTRICTS STANDARDS**

- B. Standard #6: A school administrator is an educational leader who promotes the success of all students by acting with integrity, fairness, and in an ethical manner.**

*Comments:*

- I have knowledge and understanding of the leadership role the principal assumes and the ethical responsibility connected to this role.
- I believe in and am committed to creating a caring nurturing school community that provides a free, appropriate quality education for all children. I value responsible site based decision making utilizing data and input from staff, parents and the community.



- I facilitate activities that establish processes for responsible school operations. I treat all people fairly and with dignity and respect. I believe and actively promote the motto, "Students First" and ask the following question before making any decisions "Is this in the best interest of the students?" I model and expect that all staff will act with integrity and in an ethical manner. I fulfill all legal and contractual obligations applying laws and procedures fairly. I encourage all families to visit the school on a regular basis and I have an "open door" policy in my office. I end my morning announcements every day by encouraging everyone to find something throughout the day that will make a difference.

*Dale's Comments:*

The ethical manner in which you approach issues important to the organization is critical to the overall integrity and credibility of the District, but also important to your relationship with staff, students, and parents. Thank you for your consistent leadership in creating a learning environment that is caring, nurturing, and respectful.

There is nothing more important to our work with people than the level of trust they have in us both professionally and personally. Thank you for continually being mindful of how your actions are not only a reflection of you, but also that of the School District and administrative leadership.

**X MEETS DISTRICTS STANDARDS**

*Dale's Summary:*

You are a leader in the School District of Holmen. Your leadership at Evergreen has been positive for the school district and community. Evergreen has been a school viewed by many as a school of choice; one that parents want their children to attend, and one where teachers want to work.

You continue to identify challenges needing to be addressed in order to move Evergreen forward including identifying learning gaps and implementing corrective actions. Engaging all staff in the important work of ensuring success for all students is ongoing as you set out to meet the learning targets for your students.

Thank you for sharing your thoughts regarding several topics during our conference including:

- Student performance results including successes as well as gaps to address. You specifically identified [REDACTED] being areas of concern and needing attention
- The drop in reading performance over the summer
- Differentiation of instruction so that each teacher begins by assessing each individual student to determine their performance level
- Alignment between assessments and core standards

Thank you Joanne for your commitment to kids, and for what you have accomplished and will continue to accomplish in order for our students to be successful. It is a pleasure to work with you. I greatly appreciate all that you do!

### EVALUATION OF PROFESSIONAL STAFF (Administrator)

NAME: Ryan Vogler

I. Performance Area I: Pathfinding - Creating a vision that connects what customers are passionate about getting to what we are passionate about giving.

A. Wisconsin Standard #1: A school administrator is an educational leader who has an understanding of and demonstrates competence in the ten teacher standards.

*Comments: This year I had a great experience working with teachers that I evaluated through the evaluation process. I found the process to be very time consuming in order to evaluate each teacher once each semester. Although it was time consuming, it was great because I made that contact with each teacher about their classroom. I look forward to working with the new teacher evaluation system.*

Examining teacher performance and effectiveness and assisting with their development is a primary responsibility of the principal. This will even increase in importance and time in the future with the educator effectiveness process. Thank you for your efforts with this Ryan. Great job!

X MEETS DISTRICT STANDARDS

B. Wisconsin Standard #2: A school administrator is an educational leader who promotes the success of all students by facilitating the development, articulation, implementation, and stewardship of a vision of learning that is shared and supported by the school community.

*Comments: As the year went on I continued to think about what is working well in our school and what needs change. One thing I want to be sure people understand is that Every day is a great day to be at Holmen Middle School. I truly believe by being positive others follow suit and are more positive about their day. I look forward to the scheduling changes in the future, the continuous development of our CSI plan and working with all of our staff to meet the needs of all of our students.*

A real strength of yours is how comfortable and confident you are with promoting HMS, students, and staff in a positive and professional manner. You have had a significant impact on the HMS culture in a short period of time this year. Because of your actions, staff have confidence in you and your decisions.

Staff have also seen a strong commitment from you regarding continuous improvement. Your emphasis and high expectations placed on school improvement has been noticed and appreciated by HMS staff. Nice job with this!

I will be interested in following where you are going with scheduling. I look forward to supporting your work with this.

X MEETS DISTRICT STANDARDS

II. Performance Area 2: Aligning - Creating a technically elegant system of work.

A. Wisconsin Standard #4: A school administrator is an educational leader who promotes the success of all students by ensuring management of the organization, operations, and resources for a safe, efficient, and effective learning environment.



*Comments: This year was a year that I needed to let my staff know I was there to support them. I worked a great deal on the budget to ensure that money is available for technology and staff development. Through smart spending we will have more money to ensure staff has more opportunities for staff development which is a major focus. I also think next year will be even more productive as we have continued to examine our processes in school such as meetings we have and the function of each meeting as well as looking at a model in which we will have only one staff meeting a month. During that meeting we will always spend at least 20 minutes in groups to focus on our CSI plan. This time will be to help staff have more voice in the plan.*

Thank you for your work with the budget this year. I know it is not easy when you have limited resources, but you have made decisions that have been in the best interest of HMS although some may have not been popular with some.

Please let me know if and/or how I can assist you with your meetings.

#### **X MEETS DISTRICT STANDARDS**

- B. Wisconsin Standard #7: A school administrator is an educational leader who promotes the success of all students by understanding, responding to, and influencing the larger political, social, economic, legal, and cultural context.**

*Comments: I continue to learn more about the CCSS, the new school report card and teacher evaluation system. I look forward to beginning to expand our parent group and trying to develop listening sessions with parents and community members to help shape our school to meet the needs of families and our community.*

The coming school year will be significant for all of us which is why it is critical for us to work together as a team. I know Wendy will do whatever she can to support your work on CCSS, the report card, and the educator effectiveness process.

If you believe at any time it would be beneficial to include me in any listening sessions, please let me know.

#### **X MEETS DISTRICT STANDARDS**

### **III. Performance Area 3: Empowering - Releasing the talent, energy, and contribution of people.**

- A. Standard #3: A school administrator is an educational leader who promotes the success of all students by advocating, nurturing, and sustaining a school culture and instructional program conducive to student learning and staff professional growth.**

*Comments: I look forward to trying to implement a coaching model in the middle school so that my staff can continue to focus on best practice in teaching. This will take a great deal of trust in my staff. They need to understand we are working in the model to help each other and to feel safe enough that their work in the classrooms will not be scrutinized while in the coaching model. This is a change, but one that can make teaching even stronger and more collaborative.*

You're right in that this would be a significant step in building trust among staff, but it is the right thing to do for students and for professional growth of our staff. You have my full support with this!

#### **X MEETS DISTRICT STANDARDS**

### **IV. Performance Area 4: Modeling - Building trust with others.**

- A. Standard #5: A school administrator is an educational leader who promotes the success of all students by collaborating with families and community members, responding to diverse community interests and needs, and mobilizing community resources.**

*Comments: I continue to promote our school and ask for families feedback. I would like to always have parents and communities understand that my door is always open. I continue to lead by the philosophy that difficult questions lead us to make positive changes. I want people to know that questioning to make things better will help our school grow. I believe I have put down the foundation this year to allow even more staff and community members to feel safe enough to approach me.*

The opportunity for feedback and input is important for a school to grow. Thank you for your efforts with this as I know it is not always easy.

**X MEETS DISTRICT STANDARDS**

- B. Standard #6: A school administrator is an educational leader who promotes the success of all students by acting with integrity, fairness, and in an ethical manner.**

*Comments: I believe in honesty and fairness. I lead with that. All of my decisions are made based upon what is best for kids. Even when situations are difficult, I need to make the decisions, but have compassion for those people the decisions may have affected negatively.*

This is another strong attribute of yours. You are open and honest with people in a professional and respectful way. Great leadership Ryan!

**X MEETS DISTRICT STANDARDS**

*Self Reflection Summary: I love my job at Holmen Middle School. We have a great staff, students, parents and community. Every day all of these people surpass my expectations. Great things happen at Holmen Middle School every day, stop by and be amazed!*

**Summary Comments and Recommendations** (To be completed by Dale)

I could not be more pleased with your leadership and performance this year Ryan. While you have brought a sense of stability to the HMS community, it has still been a year of moving forward with changes you believed were important and necessary to do what was right for student learning and instruction.

The future of HMS is great. There is much work to do to get our students performing at a level we believe is attainable. You have identified the areas in greatest need for improvement. You are assisting and leading staff in asking difficult questions about instruction and best practices that lead to improvement in student learning.

Thank you for all your efforts. You have experienced many successes this year and I hope you have been able to reflect on your first year at HMS and appreciate all you have done. I know you're one to always look to the next challenge and area of improvement, but you have also demonstrated the importance of recognition and celebrating the many successes that have happened at HMS.

Job well done this year Ryan! We're lucky to have you!

## EVALUATION OF PROFESSIONAL STAFF (Administrator)

NAME: Bonnie Striegel

**I. Performance Area I: Pathfinding - Creating a vision that connects what customers are passionate about getting to what we are passionate about giving.**

**A. Wisconsin Standard #1: A school administrator is an educational leader who has an understanding of and demonstrates competence in the ten teacher standards.**

*Comments: I know the ten teacher standards well, and I address them with the teachers at Viking when we discuss SMART goals, evaluations, at staff development meetings and during PLC meetings. I try to educate the staff through readings I provide in my newsletter, during building inservices, and by example. In addition, I model the way I expect staff to learn both academically and behaviorally. I do professional reading, and I share my readings with them. I am a life-long learner, and I treat all people with respect and dignity every day—no matter what.*

Thank you for your positive leadership and modeling. I value your high level of integrity more than anything else as I believe this is most important in your leadership position and in my working relationship with you.

As you mentioned in our conference, continuing to build a level of trust with staff is critical and it begins with listening. Thank you for your efforts in this area.

**X MEETS DISTRICT STANDARDS**

**B. Wisconsin Standard #2: A school administrator is an educational leader who promotes the success of all students by facilitating the development, articulation, implementation, and stewardship of a vision of learning that is shared and supported by the school community.**

*Comments: Our vision at Viking is "A school of excellence where all children and adults learn and grow together." I read our vision every day on our school announcements, and we reinforce it through celebration assemblies, so that everyone in our building is familiar with it. It's my job to make sure that everything we do at Viking revolves around our vision—whether it's staff development, student learning, budget allocations, student or staff behavior, interactions with parents, or extracurricular activities and fieldtrips—it's absolutely essential that we do and say things that enhance our vision; that's our purpose and that's what keeps us moving in the right direction. Our Continuous School Improvement Plan, our committees and our PLC groups all work to align learning to our mission, vision, and values. We analyze data in order to develop strategic plans for learning, and we discuss barriers to achievement.*

Thank you for your continual focus on Viking's vision and purpose!

**X MEETS DISTRICT STANDARDS**

**II. Performance Area 2: Aligning - Creating a technically elegant system of work.**

**A. Wisconsin Standard #4: A school administrator is an educational leader who promotes the success of all students by ensuring management of the organization, operations, and resources for a safe, efficient, and effective learning environment.**



*Comments: A clean, well-maintained building is very important. I've worked this year to make sure the building and grounds are in top condition, that teachers have the tools they need to teach, and that the equipment and support systems all operate safely and efficiently. For example, we partnered with the PTO to get 18 new LCD projectors for the classrooms, we purchased 6 Smart Boards, 2 doc cams and are hoping to purchase a few whiteboards. I designed a master schedule for next year that includes both a math and reading intervention in order for teachers to differentiate universal instruction and for students to receive the time and support they need. We also held Technology Power Hours for staff after school to learn about new technology. I formed a PBIS committee and we will be having our formal kickoff next year. In addition, summer registration will now be a 2 day event where parents and students will come to school to register their children, fill out forms, and pay fees. This will be cost savings in addition to being more efficient.*

Great work working with your PTO regarding the purchase of technology. I look forward to hearing from you about your math and reading intervention built into your revised calendar. Thank you for moving forward with your PBIS committee as I know this is an area you have identified for improvement. Nice job Bonnie!

#### **X MEETS DISTRICT STANDARDS**

- B. Wisconsin Standard #7: A school administrator is an educational leader who promotes the success of all students by understanding, responding to, and influencing the larger political, social, economic, legal, and cultural context.**

*Comments: I do a lot of professional reading which helps to keep me up to date on current laws and trends that affect education, like Common Core State Standards, balanced assessments, teacher/principal accountability, and state budgeting for education. I communicate this information to staff and parents so that they understand that we operate on behalf of students and their families, but that we also operate under state and district mandated guidelines. Finally, I have been participating in the development of policies and procedures that will be a part of our employee handbook.*

Please do everything you can to keep up with CCSS as this will be a major initiative for us. Thank you for your communication with your stakeholders.

#### **X MEETS DISTRICT STANDARDS**

### **III. Performance Area 3: Empowering - Releasing the talent, energy, and contribution of people.**

- A. Standard #3: A school administrator is an educational leader who promotes the success of all students by advocating, nurturing, and sustaining a school culture and instructional program conducive to student learning and staff professional growth.**

*Comments: I am deeply committed to student and staff learning. I strive to form strong relationships with the people around me so that together we can enhance teaching and learning. I hold high expectations for quality and performance. I believe in shared leadership because it empowers my staff to do what they do best. I'm working on building a strong foundation of trust so that the Viking staff feels safe to take risks and to continually improve. At Viking this year, we are in the beginning stages of developing a Professional Development School for next year. Thirteen of our staff members are willing to undergo the training and leadership it takes to guide these students. We have also done much work this year in getting our PBIS program off the ground for next year, and we planned and created a Viking garden. Instructionally, our staff is learning how to strengthen instruction for reading, writing and math, and we are always looking for ways to improve our PLC groups by using common pacing and planning of instruction and assessments. Staff will buy into these ideas if they know they are valuable and have a say in their implementation. I try to create an atmosphere of mutual respect which contributes to the overall positive school culture and goes a long way in empowering staff.*

Wonderful reflection Bonnie, I have been pleased with your efforts this year regarding relationship building with staff. You and I discussed last summer that building relationships and trust would be most important to you. Nice job in this area.

I look forward to following your efforts with the Professional Develop School and our relationship with UW-L. Thank you for taking this on.

**X MEETS DISTRICT STANDARDS**

**IV. Performance Area 4: Modeling - Building trust with others.**

- A. Standard #5: A school administrator is an educational leader who promotes the success of all students by collaborating with families and community members, responding to diverse community interests and needs, and mobilizing community resources.**

*Comments: I feel it is very important to build partnerships with families and the community. I am highly visible and actively involved in all PTO and family sponsored activities at Viking. I attend all evening events at school involving our students and their families. Some of these include plays, concerts, Young Author Night, 5th Grade Bash, Family Fun Nights, Earth Day Program, etc. Our students are out in the community regularly; they take field trips to the Senior Citizen Nutrition Center, the Public Library, local dairy farms, the fire station, the post office, attend drama productions at Viterbo and UW-L, among other things. We try to bring the community into our school by inviting in guest speakers and artists- and writers-in-residence, and we invite parents to monthly celebration assemblies. We have a strong group of parent volunteers who are regularly involved in day-to-day activities at school. We do fundraising for local charities like the Ronald McDonald House and the local food pantry, which helps our students realize the value of serving others.*

Your connections with parents and the community are so important in your position. Relationship building is never ending. Thank you for your efforts in bringing Viking and the community together.

**X MEETS DISTRICT STANDARDS**

- B. Standard #6: A school administrator is an educational leader who promotes the success of all students by acting with integrity, fairness, and in an ethical manner.**

*Comments: I feel these qualities are key to being a successful leader. Everything I say and do has to be done with integrity, fairness and ethics, whether it's allocating budget items, disciplining a student, speaking with parents, or conducting a meeting. Interactions between staff, between students, and between students and staff have to be handled fairly, keeping the dignity and respect of each person intact. I expect all members of the Viking community to exercise this same integrity fairness and ethics as well. We must teach this to our students and model it on a daily basis.*

Agree! Keep up the great work you have started in this area. There is nothing more important in order for you to build a high level of trust between you and the many stakeholders at Viking.

**X MEETS DISTRICT STANDARDS**

***Self Reflection Summary:***

*I have thoroughly enjoyed my year at Viking. The staff, students, and parents have been amazing and treated me with kindness and respect from the very start. It has been challenging at times, but I have learned so much and feel I have grown tremendously in my career as a school administrator.*

*Since this has been my first year at an elementary school, learning the curriculum and the schedule, meeting and getting to know the staff, students and parents, and understanding all the inner workings of Viking has been a challenge, to say the least.*

*I am hoping for two things next year: Number one, that I can find more balance between my work and home life, and number two, that we can spend more time as a district inspiring, motivating, and training our staff in research best practices, so that our students learn at their highest levels.*

**Summary Comments and Recommendations** (To be completed by Dale)

It has been almost a year since bringing you on Board as Viking principal. So much has taken place during this time, and I am so pleased that you have enjoyed your first year. I have valued our weekly check-ins and watching you grow in your position.

You have much to celebrate, yet you have identified many areas in need of improvement as well. It won't all happen overnight, so hang in there. You're off to a great start in beginning to build a culture among your staff of trust, collaboration and sharing.

Thank you Bonnie for your efforts. I look forward to supporting your work at Viking as you lead the staff through change that is challenging for some. Thank you again for your focus on relationships and providing opportunities to build trust in your and throughout the staff.



### EVALUATION OF PROFESSIONAL STAFF (Administrator)

NAME: Robert J. Bacr, Principal of Holmen High School

**I. Performance Area I: Pathfinding - Creating a vision that connects what customers are passionate about getting to what we are passionate about giving.**

**A. Wisconsin Standard #1: A school administrator is an educational leader who has an understanding of and demonstrates competence in the ten teacher standards.**

- Comments:* 1.a. Next year we will continue to stress the importance of making subject matter meaningful (i.e. geometry and home construction).
- 1.b. I believe our investigation into align by design will help our teachers with the wide range of abilities our teachers have.
  - 1.c. Teachers at Holmen High School understand that their administrators will help and support them with adapting their instruction to meet student needs and this will be stressed during resource for 2012-13.
  - 1.d. Holmen High School teachers realize that we expect to see a wide variety of instructional strategies during our new resource process.
  - 1.e. I believe the administration at Holmen High School has helped to promote and develop a positive learning climate.
  - 1.f. The administration at Holmen High School expect to see positive interaction between the teacher and students in all classrooms.
  - 1.g. We expect our teachers to know their subject matters, pupils, the community needs, and their curriculum goals.
  - 1.h. We look for continued use and improvement of informal and formal assessments and continuous connection to meaningful life experiences.
  - 1.i. We believe our involvement with PLC's will help our instructors to evaluate themselves and continually improve their instruction and programs.
  - 1.j. We are trying to help our teachers to understand that we are just a piece of the puzzle when it comes to working with colleagues, parents and people in the community.

*Thank you for your efforts this year to build relationships with the staff!*

**X MEETS DISTRICT STANDARDS**

**B. Wisconsin Standard #2: A school administrator is an educational leader who promotes the success of all students by facilitating the development, articulation, implementation, and stewardship of a vision of learning that is shared and supported by the school community.**

- Comments:* The administrative team at Holmen High School is working extremely hard to implement constructive and efficient changes that will help our teachers and students to be more successful. Our data retreat on June 7, gave us information on what we see as some challenges. We are looking at an increased use by all teachers of the four main PLC questions.
- 1. What do we want our students to learn?
  - 2. How will we know when they have learned it?
  - 3. What will be done if it has not been learned?
  - 4. What will be done if it has been learned?
- We plan on implementing these questions on a daily/weekly basis. And we expect to see how these four questions relate on a daily basis in each classroom.

*I look forward to learning from you how it goes with keeping the four questions out in front of staff and students on a daily/weekly basis. We also discussed the role of the questions in lesson planning.*

**X MEETS DISTRICT STANDARDS**

**II. Performance Area 2: Aligning - Creating a technically elegant system of work.**

- A. Wisconsin Standard #4: A school administrator is an educational leader who promotes the success of all students by ensuring management of the organization, operations, and resources for a safe, efficient, and effective learning environment.**

*Comments:* I believe that I accomplish this standard by:

- A. I know the people in the building and their strengths and weaknesses.
- B. I am implementing new procedures to improve building climate.
- C. I deal with issues immediately and efficiently.
- D. I believe in treating all people fairly.
- E. I and the other administrators are highly visible throughout the day.
- F. Nick, Darcy and I will continue to work hard to have a positive learning environment.

*This is an area of strength for you. I greatly value your ability to work with your staff. Your level of trust and credibility by staff will be critical as you move forward with initiatives that may or may not be accepted by all unless they see a strong commitment by you. CCSS and SB grading are two examples where your leadership will be key. Thank you for the positive modeling demonstrated by you.*

**X MEETS DISTRICT STANDARDS**

- B. Wisconsin Standard #7: A school administrator is an educational leader who promotes the success of all students by understanding, responding to, and influencing the larger political, social, economic, legal, and cultural context.**

*Comments:* As an administrator, I believe I help promote the success of all students by:

- A. Realizing that all students can be successful and that education is a key to providing successful career opportunities.
- B. My years of experience and continued education helps me to make well-informed decisions.
- C. I am open to varying ideas, but am also willing to share my own.
- D. I will work with all staff to help them to understand and believe that all students can and will be successful.

*Keep students first! As I mentioned previously in your mid-year evaluation, it is important to work with staff so they are aligned with the belief that all students can learn at high levels.*

**X MEETS DISTRICT STANDARDS**

**III. Performance Area 3: Empowering - Releasing the talent, energy, and contribution of people.**

- A. Standard #3: A school administrator is an educational leader who promotes the success of all students by advocating, nurturing, and sustaining a school culture and instructional program conducive to student learning and staff professional growth.**

*Comments:* I believe my ability to empower people may be one of my strongest assets because:

- A. I understand the culture in this building and I can sense when something is not quite right.
- B. I believe that I stay fairly calm when dealing with the wide array of events that happen on a daily basis.
- C. I believe in making positive connections with people and I care about their successes and want to help them with their failures.
- D. A positive learning climate (PLC) is a key to success for everyone in the building.

- E. I pride myself in being a good listener.
- F. I believe that everyone should be treated as professionals.
- G. The use of increased and efficient interventions is one of our key staff development goals for next year.

Your relationship and credibility with staff will be important as you move forward with initiatives focusing on student learning and instruction. CCSS and standards based grading will present staff with opportunities to grow and improve in their instructional practices. These changes may be received differently by staff which is where it will be critical for you to provide strong and clear leadership.

**X MEETS DISTRICT STANDARDS**

**IV. Performance Area 4: Modeling - Building trust with others.**

- A. Standard #5: A school administrator is an educational leader who promotes the success of all students by collaborating with families and community members, responding to diverse community interests and needs, and mobilizing community resources.**

*Comments:* My years of experience in the district help me to understand the educational issues within our school. I also believe that I work well with our families and the community in order to provide the best education possible. I believe in attending as many events involving our students as possible because the students and their supervisors (coaches) work hard to achieve their successes. I plan on continuing to attend as many co-curricular events as possible in addition to promoting the positive accomplishments of this school while attending these events.

*Your visibility and support is important. Thank you for your many efforts in being visible to your students, parents, and staff.*

*Continuing to build a high level of trust with the many stakeholders that are part of HHS is important for you. Nice job in this area Bob.*

**X MEETS DISTRICT STANDARDS**

- B. Standard #6: A school administrator is an educational leader who promotes the success of all students by acting with integrity, fairness, and in an ethical manner.**

*Comments:* I believe I achieve the standard by doing the following:

- A. I am honest with people.
- B. I am fair in the decisions.
- C. I do not make rash decisions-I think through all of the variables.
- D. I make use of all of my resources.
- E. I understand that Holmen High School is my responsibility and I will lead by example!
- F. My goal for Holmen High School is to help all of our students, teachers and staff be successful and in order to meet this goal I will start to meet with various groups this summer to develop our staff development for 2012-13.

*Another area of strength for you Bob. Knowing your high level of integrity is most important to me. I appreciate your level of honesty and sincerity. Thank you.*

**X MEETS DISTRICT STANDARDS**

*Self Reflection Summary:*

Dale,

I appreciate you giving me the opportunity to move Holmen High School forward. I do believe that Nick, Darcy, and I will work extremely hard and we will move Holmen High School forward. I want you to be aware of our items that we will be



working on for the upcoming school year. We are going to develop new and improved committees for the following areas:

1. Intervention Committee
2. DATA Committee
3. Standards Based Grading Committee

We have had numerous instructors inform us that they want to be involved with developing staff development for the above items and at this time I am developing these committees. My goal is to hit the ground running for our staff development at the beginning of the school year. If there is any other committee or item that you think we should be paying attention to please let me know. Once again, thank you for your support.

**Summary Comments and Recommendations** (To be completed by Dale)

*Bob, I'm going to repeat a few of my comments from your mid-year evaluation including beginning with how pleased I have been with the work you have done this year with the administrative team. So much of what you are able to accomplish with the staff begins with those closest to you; those who you must be able to trust and depend on. It is important the staff sees your team together and aligned. Great job with this.*

*As you identify, there is much work to be done so that our students are performing among the best in the state and achieving at their full potential. Exciting opportunities ahead! Continue to work closely with Wendy so that she can support your work.*

*Thank you for all that you do!*

### EVALUATION OF PROFESSIONAL STAFF (Administrator)

NAME: Brian Oberweiser

**I. Performance Area I: Pathfinding - Creating a vision that connects what customers are passionate about getting to what we are passionate about giving.**

**A. Wisconsin Standard #1: A school administrator is an educational leader who has an understanding of and demonstrates competence in the ten teacher standards.**

*Comments:* I think that over the course of the past two years I have helped to build a shared vision for our school. I think that although we have helped to connect some of the dots as a short term path to get to where we want to go, we either tend to get discouraged when we don't get the results we want or we cannot convince others to join us in the journey. Sometimes these two situations go hand and hand as non-adopters use the lack of progress as further excuse to give up. There are two teacher standards that I am finding difficult to address with some teachers: a) the teacher organizes and plans systematic instruction based upon knowledge of subject matter, pupils, the community and curriculum goals; and b) the teacher understands formal and informal assessment strategies. Generally I find that we are not very strategic in our approach to instruction. We typically teach a particular way because that is the way that we have always done it. I think that the common core is going to help us examine why we teach in the manner in which we do. I think I addressed the assessment piece in previous evaluations. Some teachers will complain about the assessments that are required and the "missed" instruction time because they are still not using the results of the assessments to drive the instruction. Regardless of what the data tells these teachers, they will do the same thing the next day and days to come.

*We have to manage the "fundamentalists" among us so that their actions do not harm students and their level of learning. Eventually, we need to help those who are not moving forward with us to find another work opportunity. Based on what I know about the educator effectiveness process, it should assist the administrator with some of the challenges you're identifying.*

*It can be discouraging not getting the results we want after investing significant time and efforts, but we keep moving forward. I appreciate your leadership and unwavering commitment to having high expectations of staff. It is not always easy, but it is the right thing to do.*

**X MEETS DISTRICT STANDARDS**

**B. Wisconsin Standard #2: A school administrator is an educational leader who promotes the success of all students by facilitating the development, articulation, implementation, and stewardship of a vision of learning that is shared and supported by the school community.**

*Comments:* One area that myself and our school improvement team are struggling with is the "what next" step. We are not pleased with what our data is telling us so what do we do about it? Interventions are one piece to solve the students who are currently struggling but it does not fix the universal curriculum issue that we have. We are looking for that first step. I plan to re-read Mike Smoker's Get Results Now book to search for some ideas. I read this book a number of years ago and found it extremely practical. Another area of growth that I need to do is to celebrate our accomplishments. Although we are not getting the results we are looking for, there are some systems that we have put into place that I am very proud of. Working together as grade level teams (although not always in true PLC form) and PBIS are two that I think we have done better.

*I agree that you have reason to celebrate for what you have done with PBIS, as well as much of the work you have done through your teams.*

*Regarding the data and results, I still believe much of the answer to the question of "what next or that next step" comes from within your teams, and across the District. Researching together best practices, sharing best results in order to make adjustments to one's practice, demonstrating a willingness to change, and focusing first on students and their learning are just a few of the actions that must occur within building teams and shared by all throughout the School District.*

*We're fortunate to have you in the key leadership position at Sand Lake as you continue to lead with passion and commitment to your students, parents, and staff. The results will come!*

**X MEETS DISTRICT STANDARDS**

**II. Performance Area 2: Aligning - Creating a technically elegant system of work.**

- A. Wisconsin Standard #4: A school administrator is an educational leader who promotes the success of all students by ensuring management of the organization, operations, and resources for a safe, efficient, and effective learning environment.**

*Comments:* In terms of management and aligning, I feel as though I am gaining confidence in this area. The previous two years were a bit challenging because there were times when I did not know the answer to the questions that I was being asked. Now that I have been through the budget cycle twice, I feel confident that I can make decisions about purchases, etc. throughout the year rather than waiting until the end of the year to make sure I had enough money left in the budget. My philosophy is also to include stakeholders in the management process. I think that in the end this is the best use of time because additional stakeholders provide different perspectives that perhaps were not taken into consideration. Another reason for using stakeholders is that it allows them to see how decisions are made. There are some staff members who don't understand that when we make decisions, it typically results in impacting something else. Schedule and budget are excellent examples of areas where stakeholder involvement at some level is important.

*Great job in this area Brian!*

**X MEETS DISTRICT STANDARDS**

- B. Wisconsin Standard #7: A school administrator is an educational leader who promotes the success of all students by understanding, responding to, and influencing the larger political, social, economic, legal, and cultural context.**

*Comments:* In my first couple of years in Holmen, I have deliberately tried to spend most of my time and energy in an effort to promote our mission and vision. I wanted to learn the culture at our building as well as that of the district. I believe that I am not in a position to be more active in our other district committees. I needed the time to see how everything fit together. One group that I have been involved with is the district ILA committee. I think this group does good work that is often poorly communicated to our other employees. When I say poorly communicated, I am not necessarily laying blame on anyone. The minutes are distributed to all district employees but it is the other employees who need to make the effort to keep current on this committee and others. What about those employees who do not stay current on the minutes? We need everyone moving in the same direction yet a percentage of staff members "don't read the emails", etc. I believe that Wendy's vision of having a checks and balance system of those staff members who are on district committees to also be involved in building improvement teams will help with the alignment of these groups.

*Thank you for your work with the ILA Committee. I also appreciate your comments about communication with staff. I agree that we have work to do regarding engaging our staff in the work that others are doing.*

**X MEETS DISTRICT STANDARDS**



**III. Performance Area 3: Empowering - Releasing the talent, energy, and contribution of people.**

- A. Standard #3: A school administrator is an educational leader who promotes the success of all students by advocating, nurturing, and sustaining a school culture and instructional program conducive to student learning and staff professional growth.**

*Comments:* Professional growth is an interesting dilemma. Our staff surveys indicate that we need to do a better job of providing staff development in the area of technology. This past school year we offered numerous technology workshops including five breakout sessions from 8-8:30am on digital learning day. From asking around, I have come to the conclusion that some staff members view professional development as 1) being sent somewhere other than at their school and 2) occurring during the teacher day in lieu of face to face time with the students. Professional growth is something that I need to do a better job of for myself. I feel as though I do not spend enough time of my day bettering my skills. There does not seem to be enough time in the day to read professional journals and stay current while juggling all of the other tasks. I will try to continue to carve out some time each week.

*I agree with you that it appears some staff have different ideas of how professional development is supposed to occur or happen. I believe there is going to be a need to have direct conversations with staff about use of time including how time is used for one's professional development.*

**X MEETS DISTRICT STANDARDS**

**IV. Performance Area 4: Modeling - Building trust with others.**

- A. Standard #5: A school administrator is an educational leader who promotes the success of all students by collaborating with families and community members, responding to diverse community interests and needs, and mobilizing community resources.**

*Comments:* I feel as though I have a good rapport with our families and our parent group. This past year was an interesting challenge as we had some very public comments about us. I was proud that our school took the high road in not responding to those statements and have since had some parents comment on the publicity that was received.

*Agree Brian! Thank you for all your efforts in building that rapport with your families. A real strength of yours!*

**X MEETS DISTRICT STANDARDS**

- B. Standard #6: A school administrator is an educational leader who promotes the success of all students by acting with integrity, fairness, and in an ethical manner.**

*Comments:* I am more than willing to do what is best for not only Sand Lake but also the School District of Holmen. I think as building administrators we are continue to develop our relationships and our trust. I continue to hold our staff to a high ethical standard but one that I expect of myself. I have continued to tell our staff that when I leave a meeting with my supervisor or colleagues and I am told to be confidential, I will do just that. When I am in a meeting with staff members and either I ask them to remain confidential or they ask that of me, we need to have that trust. If a situation occurs where someone breaks that trust, I will not waver; I will keep my word and be the best person I can be.

*Thank you Brian. You have demonstrated numerous times the highest level of integrity and trust when it comes to confidentiality. More than anything else, I value this the most in those I work with.*

**X MEETS DISTRICT STANDARDS**

**Summary Comments and Recommendations** (To be completed by Dale)

I appreciate all that you do Brian. We are fortunate to have you leading Sand Lake. Your passion and commitment to the Sand Lake community is greatly valued.

I hope you are enjoying the journey. As always, I hope you continue to feel comfortable in contacting me so that I can assist and support you in your work. Thanks Brian.

### EVALUATION OF PROFESSIONAL STAFF (Administrator)

NAME: Patrice Tronstad

I. Performance Area I: **Pathfinding** - Creating a vision that connects what customers are passionate about getting to what we are passionate about giving.

A. Wisconsin Standard #1: A school administrator is an educational leader who has an understanding of and demonstrates competence in the ten teacher standards.

*Comments:*

1. I have knowledge and understand how to create and structure a meaningful learning experience.
2. I have knowledge and understand and can provide instruction to foster student's personal development, intellectual and social learning.
3. I have knowledge and understand how to differentiate instruction to meet student needs.
4. I have knowledge of and understand how to utilize a variety of strategies to develop critical thinking, problem solving and performance skills.
5. I have knowledge and understand motivation and how to utilize that to create a responsive nurturing learning environment.
6. I have knowledge and understand how to utilize communication to foster a responsive classroom.
7. I have knowledge and understand how to implement systematic instruction.
8. I have knowledge and understand summative and formative assessment and how to utilize the data to provide continuous learning.
9. I have knowledge and understand how to utilize reflective assessment and seek out meaningful professional development.
10. I have knowledge and understand how to nurture meaningful relationships and always act ethically with integrity.

*Dale's Comments:*

Thank you for your work in leading the Prairie View staff in a continual journey of ensuring all students learn at high levels. You have developed a student learning culture where learning drives instructional practices. While there are many student performance areas that are strong, you continue to identify areas of change that need to be addressed. I look for you to continue to share District-wide the successful practices happening at Prairie View resulting in high performance.

As we begin to examine the educator effectiveness models being developed for implementation in 2014-15, your work with teacher evaluation and your results of your dissertation study will assist us with better understanding and indentifying a model that best works for us.

**X MEETS DISTRICT STANDARDS**

B. Wisconsin Standard #2: A school administrator is an educational leader who promotes the success of all students by facilitating the development, articulation, implementation, and stewardship of a vision of learning that is shared and supported by the school community.

*Comments:*



1. Through the building strategic planning I have facilitated the development of learning goals utilizing quality systems tools and theorics. I have demonstrated an understanding of data analysis and effective communication through the reporting out process of progress on the building initiatives.
2. I have lead the commitment to continuous improvement through the RtI model of services provided in the inclusionary setting at Prairie View.
3. I have facilitated continuous communication of the school vision and mission to all stake holders. The community contributes to the realization of the vision and their contribution is celebrated monthly.
4. Through the "CSI" Continuous School Improvement Team and PDSA process the building vision, mission, and goals are systematically analyzed, monitored and revised.

*Dale's Comments:*

Thank you for your leadership with your building improvement process including your effective communication with reporting out progress. You have provided leadership with your teams in analyzing performance data, identifying gaps and areas to improve, and putting in place effective plans to help all students be successful.

Thank you for your continued efforts in effectively communicating the vision and mission of Prairie View and what is most important when it comes to the success of your students.

**X** **MEETS DISTRICT STANDARDS**

**II. Performance Area 2: Aligning - Creating a technically elegant system of work.**

- A. Wisconsin Standard #4: A school administrator is an educational leader who promotes the success of all students by ensuring management of the organization, operations, and resources for a safe, efficient, and effective learning environment.**

*Comments:*

1. I have knowledge of and an understanding of organizational development, operational procedures, safety and security, management and development of resources, fiscal management, facility use, pertinent legal issues and technologies. I have demonstrated this knowledge through the development of building plans and systems that enable Prairie View to consistently comply with operational procedures, provide a safe nurturing learning environment, to be fiscally responsible and under budget allocations and have minimize legal actions taken against the district.
2. I value and am committed to responsible shared transparent decision making focused on improving learning and teaching in a safe nurturing environment.
3. I am dedicated to utilizing student learning to guide decisions to maximize learning. I encourage staff innovation and risk taking when trends exhibit merit. I effectively manage multiple collective bargaining agreements as demonstrated by the lack of filed grievances. I am committed to continuous improvement and seek out "OFIs" Opportunities For Improvement as demonstrated by the monthly feedback forms communicated via e-mail to all staff. All student records are maintained and handled in a confidential manner.

*Dale's Comments:*

You are always prepared and well versed on issues important to the organization. You're timely in your follow-up to issues. I value your commitment to addressing issues that are challenging even

when it means approaching individuals or groups whose actions may have not been appropriate or consistent with the vision and mission of Prairie View and the District.

Your commitment to shared transparent decision making is appreciated and valued. As we have discussed on numerous occasions, this is an area I plan to continue working with the Leadership Team so that we are making decisions focused on leading together. There are times when items discussed administratively may not be intended or appropriate for others. I will work to assist team members in better understanding when it is appropriate and not appropriate in order to continue building our level of trust and credibility within our team. Thank you for your efforts with this.

Thank you for your attention to detail Patrice, and for your efforts to ensure that Prairie View is a safe place for children to learn and for staff to work.

## X MEETS DISTRICT STANDARDS

- B. Wisconsin Standard #7: A school administrator is an educational leader who promotes the success of all students by understanding, responding to, and influencing the larger political, social, economic, legal, and cultural context.**

### *Comments:*

1. I have knowledge and understand of the role that public education plays in the renewing of a productive nation. I understand and advocate for equity/diversity and the laws that guide education and policy development.
2. As an administrator I value and am committed to education and family literacy as the key to upper mobility as demonstrated by my commitment to the Lacrosse County Family Literacy Board as acting President. I understand the importance of continued dialogue with decision makers that impact education. This is demonstrated by my contact with Ron Kind, Jennifer Schilling, Scott Walker, Tommy and Suzanne Thompson as well as professors at UW-L, Viterbo, Saint Mary's University and Winona State University.
3. I facilitate processes and activities to create a quality educational environment that is beneficial to students and their families. This is demonstrated by our very active PTO and numerous volunteer opportunities we provide families to participate in and the on-going communication we have with families.

### *Dale's Comments:*

You have continued to serve as an advocate for your students and staff at Prairie View as you have worked hard to make sure resources are provided.

We have had two consecutive years in which we have been presented a number of challenges within and beyond our school district including the political climate in our state. I appreciate how you have supported staff throughout this time by helping them to continue to focus on student learning. I believe the development of the employee handbook has been a positive experience in many ways by bringing all our employee groups together. At the same time, it has caused a sense of uncertainty among employees that I believe will be addressed over time. It will be important for the Leadership Team to "lead together" in the implementation of the handbook.

Thank you for your work with your parent organization, and for growing other important partnerships including volunteer opportunities that directly impact students.

## X EXCEEDS DISTRICT STANDARDS

**III. Performance Area 3: Empowering - Releasing the talent, energy, and contribution of people.**

- A. Standard #3: A school administrator is an educational leader who promotes the success of all students by advocating, nurturing, and sustaining a school culture and instructional program conducive to student learning and staff professional growth.**

*Comments:*

1. I have knowledge and understanding of student growth and development and how effective instruction and assessment of the curriculum can be designed to motivate student learning. This is demonstrated by my support of and staff development to assist staff in the use of technology and SMART boards along with Podcasting, I Pad training and Prezie.
2. I believe all students can learn in a safe nurturing environment and our mission is to create life-long learners so they will be contributing members of society.
3. I facilitate processes and activities that promote professional development aligned to the district and Prairie View mission, vision and values. All students and staff are valued and treated with dignity and respect. We do have a Teacher Intervention Plan (TIP) process that reviews multiple sources of data to identify student's Response to Instruction (RtI) and systematically addresses barriers to the student's learning. At Prairie View we have a culture of setting high performance expectations and we celebrate our success. The quarterly awards assemblies are four pieces of evidence that supports our celebration of our successes. I do believe we think...dream...believe...and achieve.

*Dale's Comments:*

It's hard to believe that you have already completed your third year at Prairie View. You have had the primary role in leading the school community in the development of a learning environment with a vision and mission focused on student learning. You have encouraged staff, students, and parents to become involved and engaged in the ownership and development of the school's culture.

You have high expectations of your staff; your students deserve nothing less. Thank you for your leadership in developing those high expectations including professional collaboration in which staff learn from each other how to best service students.

**X EXCEEDS DISTRICT STANDARDS**

**IV. Performance Area 4: Modeling - Building trust with others.**

- A. Standard #5: A school administrator is an educational leader who promotes the success of all students by collaborating with families and community members, responding to diverse community interests and needs, and mobilizing community resources.**

*Comments:*

1. I have knowledge and understanding of community resources and have worked with the Prairie View staff to establish unique partnerships with local businesses such as Olympic Builders, U-Bake, Barnes and Noble and Culvers.
2. I value the partnership we have with our families to educate children. I use the monthly newsletter to communicate and collaborate with families. Our CSI team has sent out parent satisfaction surveys and we utilize the data we have collected from them to make school improvements. I report monthly to the Prairie View Parent Teacher Organization (PTO) Prairie View happenings and solicit information from them. I utilize the services of our interpreter to contact families to communicate in their language information that is



- important for parents to know and she does home visits to assist them in completing any necessary documents.
3. I do assist with activities that facilitate outreach within the community. One example of this would be our service learning project in which students and staff collect food items to donate to the local food pantry and use books to donate to the woman shelter. We have established partnerships with many businesses such as: Gundcrsen Lutheran, Skemp, local dairy farmers, Holmen fire department, Holmen police department, UW-L, Viterbo, Winona State University, Saint Mary's University, Park bank, Valley Dental, LaCrosse County Humane Society, Coulee Golf and Bowl, Holmen Park and Recreation, Holmen Meat Locker, McDonald's Courtesy Corporation, Wal-Mart, Sam's Club, Coulee Council on Addictions, Festival Foods, Holmen Lutheran Church, Holmen Public Library, Junior Achievement, LaCrosse Loggers, Staples, Northern States Power, Sharp Chiropractic, Skemp Optical Department, Mutual of Omaha, Kwik Trip, Rotary Lights, YMCA, American Heart Association, Barnes and Noble, Hixton Forest, Western Technical College, Paradise Pool and Spa, Holmen Lion's Club, Learning Together Family Literacy, CESA#4, HHS Volunteers and Cadres, LaCrosse Tribune, Holmen Courier, LaCrosse County Public Health, United Way and UW-EauClaire. All staff are encouraged to develop partnerships and utilize community resources. I have facilitated staff meetings that have introduced community resources and provided professional development to ensure utilization of the resources.

*Comments:*

Thank you for the relationships you have formed beginning with your parent organization. Your work to promote and integrate Prairie View Elementary within the broader community also is recognized and is to be celebrated. The trust our community has in our schools is most important. Your work to promote community involvement and the results you see demonstrates the importance of community relationships with the School District. Thank you for all you do with this.

**X MEETS DISTRICTS STANDARDS**

- B. Standard #6: A school administrator is an educational leader who promotes the success of all students by acting with integrity, fairness, and in an ethical manner.**

*Comments:*

1. I have knowledge and understanding of the leadership role the principal assumes and the ethical responsibility connected to that role. The evidence to support my knowledge and understanding is the successful completion of doctoral credits in the Educational Leadership program at Saint Mary's university and graduation on June 6<sup>th</sup> 2010. In addition,
2. I believe in and am committed to creating a caring nurturing school community that provides a free, appropriate quality education for all children. I value responsible site based decision making utilizing data and input from multiple sources including staff, students, parents and the community.
3. I facilitate activities that establish processes for responsible school operations. I treat all people fairly, equitable with dignity and respect. I model and expect that all will act with integrity and in an ethical manner. I fulfill all legal and contractual obligations applying laws and procedures fairly and considerately.

*Dale's Comments:*

There is nothing more important to our work with people than the level of trust they have in us both professionally and personally. Thank you for continually being mindful of how your actions are not only a reflection of you, but also that of the School District and administrative leadership. The ethical manner in which you approach issues important to the organization is critical to the overall integrity and credibility of the District, but also important to your relationship with staff, students, and parents.

I commented a year ago that I have learned to get to the point and be more direct in my relationship with you, as you have encouraged me to do so. Your manner in which you work with people up front and direct can at times be difficult for some, but I appreciate the fact that one usually knows where they stand with you. Thank you for your directness while also being professional and respectful. We may not always agree on issues, but I value your willingness to share your thoughts as well as being open to my thoughts and the thoughts of others.

**X MEETS DISTRICTS STANDARDS**

*Self Reflection Summary:*

In summary I do believe I have created a vision that has connected customers to what they are passionate about (Performance Area 1). I have aligned and created processes and systems that work (Performance Area 2). I have empowered staff and parents to find their voice and release their talents, energies and contributions (Performance Area 3). I model trust by always being truthful and honest with staff and families (Performance Area 4).

**Summary Comments and Recommendations** (To be completed by Dale)

You are a leader in the School District. Your leadership at Prairie View has been positive for the school district and community. Prairie View is a school already viewed by many as a school of choice; one that parents want their children to attend, and one where teachers want to work.

You continue to identify challenges needing to be addressed in order to move Prairie View forward including identifying learning gaps and implementing corrective actions. Engaging all staff in the important work of ensuring success for all students is ongoing as you set out to meet the learning targets for your students.

Thank you Patrice for your commitment to students, and for what you have accomplished and will continue to accomplish in order for our students to be successful. Thank you for what you have accomplished at Prairie View in three short years, and for your many contributions as a key leader in the School District. It is a pleasure to work with you. I appreciate all that you do!